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# PUBLIC SAFETY

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# FIRE-RESCUE SERVICE

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## MISSION STATEMENT

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The mission of Norfolk Fire-Rescue is to protect life, property, and the environment by minimizing the impact of fires, medical emergencies, hazardous materials, and other disasters and events affecting the community.

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## DEPARTMENT OVERVIEW

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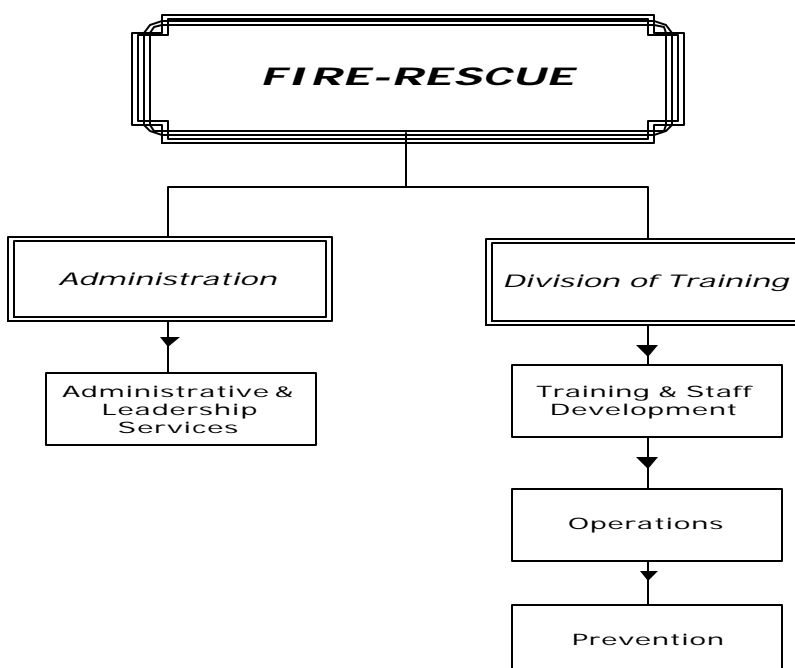
Norfolk Fire-Rescue is divided into four (4) major functional areas as follows:

**OPERATIONS:** Responsible for all emergency services provided by the Department including fire suppression, emergency medical care, hazardous materials mitigations, technical rescue, water rescue, and terrorism response.

**PREVENTIONS:** Responsible for all enforcement and life safety services provided by the Department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

**TRAINING:** Responsible for all personnel training and certification programs provided by the Department in the subject areas of basic recruit, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

**ADMINISTRATION:** Responsible for providing leadership and managerial direction for the Department and overseeing administrative functions such as recruitment and hiring, policies and procedures, budgeting and financial management, information technology, logistics, and liaison with outside agencies.



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## BUDGET HIGHLIGHTS

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The total budget for the Fire-Rescue Department is \$32,900,200. This is a \$1,994,200 increase over FY2004. This increase is attributable to annualized step increases and an additional medic unit to service the southeast corridor of the City. This enhancement will allow the department to maintain the response time goals promulgated by the American Heart Association for urban cities.

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## KEY GOALS AND OBJECTIVES

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Promptly respond to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.

Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.

Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.

Deploy an ambulance to the scene of a life threatening medical emergency in eight minutes or less, 90 percent of the time.

Contain structure fires to the area, room, or structure of origin, 90 percent of the time.

Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.

Complete 500 inspections per fire inspector annually.

Ensure successful convictions of arson related arrests, 100 percent of the time.

Provide fire and life safety education programs to the public school system and the community at large as requested.

Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

Provide 34,000 hours of instruction annually.

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## PRIOR YEAR ACCOMPLISHMENTS

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In 2004, Norfolk Fire-Rescue fire and EMS operations units responded to a total of 41,484 total calls. Of these calls:

- Fire units were on the scene in four minutes or less approximately 61 percent of the time. A slight improvement over the previous year.
- Emergency Medical Units were on scene in eight minutes or less approximately 84 percent of the time. A slight improvement over the previous year.

The department's administration wrote specifications, bought and tested new CAD software for field use. Fire apparatus were upgraded and department personnel were trained in the use of the newly installed "toughbook" computers which were bought for integrated use with Intergraph software allowing a more flexible and automated way of dispatching, receiving and responding to emergency calls. In terms of actual suppression, the fire operations group confined the fires to the room of origin approximately 80 percent of the time. A greater than 5% increase over the previous year.

The Norfolk Fire-Rescue Fire Prevention division continued current annual inspections operations and environmental crimes responses as well as adopted the international life safety code for use in on-going annual fire prevention inspections and successfully completed the goals and objectives associated with the State grant for the installation of smoke detectors in City neighborhoods. Fire prevention also continues to educate the public with the use of the fire prevention trailer, as well, as serve as the administrative base for the child car safety seat program that has grown to accommodate the needs of the citizens to have more trained personnel doing this service. The arson arm of the prevention division's current percentage of convictions in terms of numbers of arrests for the department's arson unit is approximately.

In terms of training, fire recruit academies occur regularly in January and July with this past year having near record numbers of recruit personnel reporting. The Norfolk Fire-Rescue training division has moved to in-service training packages that are professionally developed from outside the department and utilized by department personnel for meeting continuing education requirements. The department's training division also has begun to develop training packets for use at the station level. These new approaches augment the classes and courses given at the department's Thole Street training center to provide more opportunity for individual members to meet the fire and EMS service's stringent certification requirements.

Other notable accomplishments include the hosting of national conferences including the National Fire Service Equity/Diversity conference, the Skills-Based Firehouse on the Road conference and the Fire Service Officer's Conference.

Expenditure Summary				
	FY2002 ACTUAL	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED
Personnel Services	24,646,030	25,024,110	28,653,900	30,572,800
Materials, Supplies and Repairs	1,739,214	1,702,964	1,909,300	1,977,400
General Operations and Fixed Costs	323,328	303,564	290,300	315,000
Equipment	-	204,740	52,500	35,000
All Purpose Appropriations	49,330	-	-	-
<b>TOTAL</b>	<b>26,757,902</b>	<b>27,235,378</b>	<b>30,906,000</b>	<b>32,900,200</b>

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
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### ADMINISTRATION

<b>Administrative &amp; Leadership Services</b>	<b>1,593,348</b>	<b>5,673,200</b>	<b>3,044,700</b>	<b>15</b>
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Provide the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.

### DIVISION OF TRAINING

<b>Training &amp; Staff Development</b>	<b>1,401,563</b>	<b>1,412,200</b>	<b>1,895,400</b>	<b>27</b>
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Division provides initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.

<b>Operations</b>	<b>23,257,556</b>	<b>22,951,200</b>	<b>26,888,200</b>	<b>434</b>
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**Fire Suppression & Control** Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limit damage to physical property.

**Emergency Medical Services** Provide emergency response operations to include: the treatment of sick or injured patients; transporting sick and injured patients to the appropriate medical facilities; and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>Hazardous Materials Services</b>				
Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.				
<b>Prevention</b>	<b>982,911</b>	<b>869,400</b>	<b>1,071,900</b>	<b>16</b>
<b>Inspection</b> ~ Prevention of loss of life and property through inspections, public education, and fire code enforcement.				
<b>Investigation</b> ~ Investigation of arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.				
<b>TOTAL</b>	<b>27,235,378</b>	<b>30,906,000</b>	<b>32,900,200</b>	<b>492</b>

## Strategic Priority: Public Safety

### TACTICAL APPROACH:

#### Emergency Response

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	Change
Percent of fire calls with emergency response of 4 minutes or less (performance standard = 90%)	67%	70%	63.0%	65.0%	1.4%
Percent of fires confined to the room, section, or structure of origin (performance standard = 90%)	95%	90%	82.5%	85.0%	6.4%
Percent of EMS calls with advanced life support response of 4 minutes or less (performance standard = 90%)	88%	90%	40.0%	42.5%	3.4%

## Strategic Priority: Public Safety

### TACTICAL APPROACH:

Code Enforcement

PROGRAM INITIATIVES	FY02	FY03	FY04	FY05	Change
Percent of pre-fire plans completed on hi-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%)	100%	100%	implementation phase	50%	N/A
Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)	100%	100%	100%	100%	0
Percent of arson cases cleared (performance standard = 100%)	81%	81%	99%	100%	1
Percent of fires where cause and origin were determined (performance standard = 100%)	91%	95%	100%	100%	0

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY04 Positions	Change	FY05 Positions
Accounting Technician	OPS07	24,023	38,407	4		4
Administrative Secretary	OPS09	28,098	44,922	2		2
Administrative Services Manager	SRM03	49,477	87,080	1		1
Assistant Fire Chief	FRS10	78,842	96,062	4		4
Assistant Fire Marshal	FRS06	45,096	65,312	2		2
Battalion Fire Chief	FRS09	64,890	87,271	13		13
Chief of Fire & Rescue Services	EXE03	78,767	136,210	1		1
Deputy Chief of Fire & Rescue Services	FRS03	82,768	100,845	1		1
Deputy Fire Marshal	FRS08	51,776	74,988	1		1
Fire Arson Investigator	FRS08	51,776	74,988	1		1
Fire Captain	FRS08	51,776	74,988	47		47
Fire Inspector	FRS05	40,692	61,919	7		7
Fire Lieutenant	FRS06	45,096	65,312	24	5	29
Fire Marshal	FRS09	64,890	87,271	1		1

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY04 Positions	Change	FY05 Positions
Fire/Paramedic Lieutenant	FRS07	47,382	98,622	15	-5	10
Firefighter EMT	FRS02	31,834	46,108	86	-12	74
Firefighter EMT-C	FRS04	35,230	53,607	15	-3	12
Firefighter EMT-P	FRS05	40,692	61,919	88	3	91
Firefighter EMT-ST	FRS03	33,446	50,894	154	26	180
Firefighter Recruit	FRS01	29,943	29,943	22	-14	8
Office Assistant	OPS03	17,757	28,390	2		2
Staff Technician I	OPS08	25,968	41,513	1		1
<b>SUBTOTAL</b>				<b>492</b>	<b>0</b>	<b>492</b>
<b>OVER HIRES</b>				<b>6</b>	<b>6</b>	<b>12</b>
<b>TOTAL</b>				<b>498</b>	<b>6</b>	<b>504</b>



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# POLICE

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## MISSION STATEMENT

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To provide protection and police services responsive to the needs of the residents of Norfolk.

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## DEPARTMENT OVERVIEW

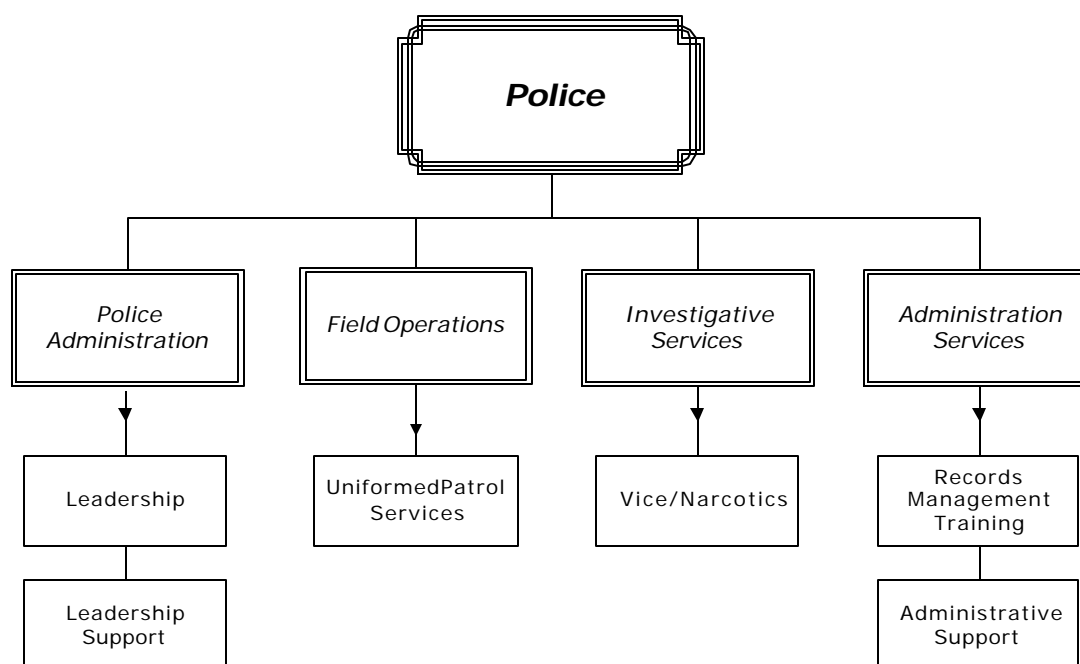
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The department is structured to deliver service to the citizens of Norfolk in the most efficient and effective manner.

Field Operations consist of patrolling the streets combating crime.

Investigative Services consists of investigating criminal acts.

Administrative Services provides services and support to the entire department and to the public. Each of these bureaus is headed by an Assistant Chief of Police.



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## BUDGET HIGHLIGHTS

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The total budget for the Police Department is \$54,458,100. This is a \$1,7142,00 increase over the FY2004 budget. The FY2005 budget is reflective of the reduction to over hire funding. The Police Department will still have the authority to over hire; however, the funding will be achieved through salary savings as a result of turnover. The FY2005 budget incorporates funding for the cash match to the COPS grant that was awarded in FY2004.

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## KEY GOALS AND OBJECTIVES

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- Provide police protection and police service responsive to the needs of the people in Norfolk
- Reduce crime
- Implement programs and tactics to increase apprehension of law violators
- Improve response to calls for service
- Provide for the effective and efficient operation of all aspects of the Police Department
- Enhance operations through appropriate direction and leadership
- Increase recruitment efforts to result in more qualified candidates and a reduction in sworn personnel turnover
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system
- Develop, coordinate, and provide training for all police personnel.

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## PRIOR YEAR ACCOMPLISHMENTS

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Awarded a COPS UHP grant award to expand our Harbor Patrol unit by ten sworn personnel to provide enhanced security of our ports and promote homeland defense.

Coordinated and managed the purchase and integration of the Intergraph Public Safety Computer Aided Dispatch (CAD) and Mobile Data System (MDS) and completed implementation of these new systems. Successfully completed installation of laptop computers in patrol cars.

Awarded a Port Security grant to purchase two patrol boats and related equipment for port/homeland defense.

Awarded a COPS MORE technology award to purchase and implement a Major Incident Module software program to enhance our homeland security preparedness.

Received a City Technology Award for a remote satellite communication system for our Mobile Command unit.

Provided for all Sergeants, Corporals and those eligible for promotion, in-service training to enhance their performance as supervisors with special emphasis on community oriented policing.

## Expenditure Summary

	FY2002 ACTUAL	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED
Personnel Services	41,162,039	42,067,606	48,651,000	50,109,500
Materials, Supplies and Repairs	2,074,853	2,159,384	2,561,200	2,647,700
General Operations and Fixed Costs	765,931	807,878	637,200	647,800
Equipment	1,005,799	841,076	874,500	883,100
All- Purpose Appropriations	105,260	18,000	20,000	170,000
<b>TOTAL</b>	<b>45,113,882</b>	<b>45,893,944</b>	<b>52,743,900</b>	<b>54,458,100</b>

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>POLICE ADMINISTRATION</b>				
<b>Leadership</b>	<b>909,694</b>	<b>871,200</b>	<b>986,000</b>	<b>7</b>
Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.				
<b>Leadership Support</b>	<b>935,460</b>	<b>844,300</b>	<b>915,200</b>	<b>15</b>
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
<b>FIELD OPERATIONS</b>				
<b>Uniformed Patrol Services</b>	<b>25,744,146</b>	<b>29,696,000</b>	<b>31,500,000</b>	<b>507</b>
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing.				
<b>INVESTIGATIVE SERVICES</b>				
<b>Vice/Narcotics</b>	<b>10,927,340</b>	<b>11,985,900</b>	<b>12,596,800</b>	<b>184</b>
Provide criminal investigative services responsive to the needs of the people of Norfolk.				

## Programs & Services

	FY2003 ACTUAL	FY2004 APPROVED	FY2005 ADOPTED	FULL-TIME POSITIONS
<b>ADMINISTRATIVE SERVICES</b>				
<b>Records Management &amp; Training</b>	<b>5,362,647</b>	<b>6,946,200</b>	<b>6,300,700</b>	<b>127</b>
Provide administrative and support police services including Central Records and Training.				
<b>Administrative Support</b>	<b>2,014,657</b>	<b>2,400,300</b>	<b>2,159,400</b>	<b>34</b>
Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis.				
<b>TOTAL</b>	<b>45,893,944</b>	<b>52,743,900</b>	<b>54,458,100</b>	<b>874</b>

## Strategic Priority: Public Safety, Education, Public Accountability

### TACTICAL APPROACH:

Delivering public safety and law enforcement services while utilizing community oriented policies to develop safer neighborhoods

PROGRAM INITIATIVES:	FY02	FY03	FY04	FY05	Change
Number of index crimes	14,601	14,984	15,429	15,429	-
Number of index crimes per 1,000	62.3	63.9	65.8	65.8	-
Number of priority calls for service	9,933	10,675	10,995	10,995	-
Average response time (dispatch to arrival)	5.7	5.9	5.9	5.9	-
Number of index crimes cleared	2,642	2,590	2,543	2,543	-
Percentage of index crimes cleared	18%	17%	16%	16%	-
Number of index arrests	1,400	1,633	1,467	1,467	-
Number of index arrests per 100,000	597	696	626	626	-

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY04 Positions	Change	FY05 Positions
Accounting Technician	OPS07	24,023	38,407	1		1
Administrative Secretary	OPS09	28,098	44,922	17		17
Administrative Technician	OPS08	25,968	41,513	1		1
Animal Caretaker	OPS03	17,757	28,390	7		7
Assistant Chief Of Police	POL08	93,648	108,602	3		3
Chief of Police	EXE03	78,767	136,210	1		1
Compliance Inspector	OPS11	32,986	52,736	2		2
Custodian	OPS02	16,502	26,384	2		2
Health & Fitness Facilitator	MAP04	31,977	51,121	1		1
Humane Officer I	OPS08	25,968	41,513	7		7
Humane Officer II	OPS11	32,986	52,736	1		1
Kennel Supervisor	OPS09	28,098	44,922	1		1
Management Analyst I	MAP06	36,052	57,634	2	1	3
Management Analyst II	MAP08	40,768	65,170	6	-1	5
Management Analyst III	MAP09	43,400	69,384	1		1
Office Assistant	OPS03	17,757	28,390	3		3
Operations Officer	OPS06	46,239	73,918	27	1	28
Photographic Lab Technician	OPS08	25,968	41,513	2		2
Police Captain	POL07	75,253	87,271	12		12
Police Corporal	POL04	43,581	58,611	61		61
Police Identification Clerk	OPS06	22,243	35,559	8		8
Police Lieutenant	POL06	64,661	74,988	23		23
Police Officer I	POL02	31,834	31,834	26		26
Police Officer II	POL03	37,013	53,607	516		516
Police Planning Manager	SRM03	49,477	87,080	1		1
Police Recruit	POL01	29,942	29,942	50		50
Police Sergeant	POL05	51,025	68,622	54		54
Police Training and Development Manager	MAP07	38,323	61,267	1		1
Programmer/Analyst III	ITM02	40,955	65,473	2		2

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY04 Positions	Change	FY05 Positions
Programmer/Analyst V	ITM05	49,751	79,532	1		1
Public Information Spec II	MAP06	36,052	57,634	1		1
Stenographic Reporter II	OPS08	25,968	41,513	5		5
Support Technician	OPS06	22,243	35,559	28	- 1	27
<b>TOTAL</b>				<b>874</b>	<b>0</b>	<b>874</b>
<b>OVER-HIRES</b>				<b>7</b>		<b>7</b>
<b>TOTAL</b>				<b>881</b>		<b>881</b>